

Terms of Reference for Individual Contractor (IC)

National or International consultant: National consultant

Description of the assignment (Title of consultancy): Facilitator and Trainer

Facilitate meetings for the members of the Forum for Memory and Future to finalize the Dealing with the Past strategy, and organize training sessions for the Forum members on strategic thinking, communication, planning, conflict sensitivity and dealing with the past

Project Name: UNDP Peace Building in Lebanon

Period of assignment/services: 47 working days spread over 12 months.

Is this a LTA (yes/no): No

Terms of Reference

1. Background / Project Description

Lebanon has since the end of the Civil War (1975-1990) witnessed a series of destabilizing events and conflicts that have fuelled more tensions on the already complex multi-confessional and socio-economic characteristics of the Lebanese society. The 15-years long civil war (1975 – 1990); the 2005 assassination of the former Prime Minister Rafic Hariri and in turn the withdrawal of Syrian troops; the Israeli 2006 war on Lebanon; and the continuing deterioration of the Syrian crisis and its repercussions on Lebanon – The reoccurrence of these tensions and conflicts are putting the country's security and stability at risk, and the probability for the eruption of a new cycle of violence is increasingly high. One of the major reasons is due to the fact that the violent past of the Lebanese has gone undealt. Therefore, the challenge remains to enable the Lebanese society to come to terms with its violent past and achieve necessary change and ensure non-recurrence.

UNDP Peace Building Project and Dealing with the Past Project

Throughout 2019, UNDP technically assisted and facilitated meetings and gatherings between 10 national NGOs that focused on addressing the subject of dealing with the past. As a result of a series of events characterized by insecurity, instability, and vulnerability, which further fueled sectarian tensions and armed clashes throughout Lebanon - this group of 10 national NGOs decided to create a forum named "Forum for Memory and Future (FMF)". One of the most notable successes of this forum was the organizing of its launch ceremony on the 17th of October 2019. The NGOs forum has ever since advanced its work on issues related to reconciliation and dealing with the past in Lebanon and is expected to include new members during the coming period. As a result, by the end of 2019 UNDP together with UNWomen and OHCHR, applied for and were granted eligibility for an IRF-funding by the UN Peace Building Fund for the "Dealing with the Past: Memory for the Future" project.

The project aims to support civil society, individual families, and national institutions in their efforts to seek the truth, foster collective remembrance and, ultimately, move towards reconciliation around the legacy of the civil war, including brutality perpetrated against women, men, and children. In light of the continuous rise of inter-sectarian tensions in Lebanon which partially bear their source from the civil war, this project will support the full establishment of the National Commission investigating the fate of missing and forcibly disappeared persons (under Law 105), provide support to the families of the disappeared and to national and civil actors in Lebanon in their advocacy efforts to deal with the past. In the broader context, supporting efforts of truth seeking and reconciliation will be a timely and effective contribution to consolidating peace and preventing a relapse into conflict. As part of supporting national actors in their efforts to deal with the past, UNDP is determined to support the platform “Forum for Memory and Future” to achieve its goal in finalizing the Strategy for Dealing with the Past and its Action Plan, and in organizing sessions for the Forum on strategic thinking, communication, planning, conflict sensitivity and dealing with the past.

2. Scope of work, responsibilities and description of the proposed analytical work

Under the supervision of the Project Manager/Peace Building Advisor, the consultant will undertake the following tasks:

- Conduct necessary preparations in order to lay the basis for the facilitation and training sessions workplan;
- Facilitate the Forum’s meetings and sessions and support them in developing the Dealing with the Past (DwP) Strategy and Action Plan;
- Conduct training sessions for the members of the Forum on topics relevant to their needs such as (but not only limited to) strategic thinking, communication, planning, conflict sensitivity and dealing with the past.

The assignment is divided into four (4) main interrelated phases:

- Formulation of the work plan including methodology and schedule;
- Organizing and facilitating meetings for the Forum on finalizing the Strategy on DwP;
- Conducting training sessions;
- Delivering a final report.

Therefore, the consultant is required to undertake the following activities:

1- Preparatory phase including workplan and methodology (expected number of working days: 5)

Conduct preparatory meetings with NGO members of the Forum for Memory and Future in order to compile a concrete workplan, methodology, and schedule on the facilitation process of the meetings of the Forum, and on the training sessions. The workplan, methodology and schedule shall include information about all the activities along with a chart showing detailed list of tasks, duration and schedule per task and allocated resources. Once approved by UNDP, the work plan and methodology shall be adopted and shall form the basis for project supervision and monitoring.

These shall be presented to the Project Manager as a report and be no longer than 5 pages. The report shall be submitted within two weeks from contract signature.

2- Facilitation of meetings for the Forum (expected number of working days: 24 including preparation and reporting days)

Organize and facilitate 12 meetings for the national NGO forum “Forum for Memory and Future” which and support them in developing the Strategy on Dealing with the Past and its Action Plan as well as to the setup of the internal structure for the Forum. The consultant is expected to present to UNDP the final strategy and Action Plan and structure of the Forum. The Forum members are today around 10 NGOs (up to 2 representatives maximum per NGO) but are expected to increase and include more members from NGOs and individuals (up to 10 additional as core group). All members (including existing and new ones) will be involved in these sessions.

A detailed report (no longer than 10 pages) will be submitted to the Project Manager upon the completion of the organized and facilitated meetings. The report shall include among others the developed strategy, its action plan and the structure of the forum.

3- Training sessions for the Forum (expected number of working days: 14)

Organize and conduct 7 training sessions for the national NGO forum “Forum for Memory and Future” on the topics identified by the Forum members as needs including but not limited to strategic thinking, communication, planning, conflict sensitivity, and dealing with the past. A detailed report (no longer than 10 pages) will be submitted to the Project Manager upon the completion of the trainings.

4- Writing a final report (Expected number of working days: 4)

Produce a final report (no longer than 20 pages) on the entire facilitation and training support process. The report should also include documentation of results on the facilitated meetings, formulation of the strategy on DwP and the Action Plan, the internal structure of the Forum, results from the training sessions, challenges, lessons learned, best practices and recommendations. The report shall be delivered to UNDP no later than 12 months after contract signature.

3. Expected Outputs and deliverables

The following sections detail the expected outputs from the Consultant for each required activity. They are intended as guidelines. The Consultant is expected to provide input based on his own knowledge and experience.

This assignment will be undertaken under the supervision of UNDP Project Manager.

All deliverables shall be delivered electronically. The language of the reports should be in English and Arabic.

REPORTS VALIDATION MODALITIES

Provisional approval of submitted reports shall take place at each of the defined milestones shown in the delivery schedule in below section. It is expected that such approval shall not exceed seven working days from the notification of the completion of a specific milestone.

On submittal of the final report, the Project Manager shall respond within a maximum of five working days and the decision may either be:

- Approval,
- Approval with reservations upon which the Consultant shall reply within five working days under penalty of rejection,
- Rejection with clear justifications.

DELIVERY SCHEDULE

The Consultant is expected to complete and submit the following deliverables within 12 months from contract signature, as detailed in the table hereafter.

Deliverables	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
Deliverable 1: Report (5 pages) including final work plan, final methodology of work, detailed schedule of facilitation and training sessions	5 working days	2 weeks after signature of the contract	Project Manager
Deliverable 2: Report (of maximum 10 pages) upon completion of the organized and facilitated meetings for the national NGO Forum for Memory and Future. The report shall include among others, the developed strategy, its action plan and the structure of the forum	24 working days	6 months after the signature of the contract	
Deliverable 3: Submit a detailed report (of maximum 10 pages) upon the completion of the training sessions for the NGOs members of the Forum for Memory and Future	14 working days	9 months after the signature of the contract	
Deliverable 4: Submit a final report (of maximum 20 pages) including documentation of results on the facilitated meetings, formulation of the strategy on DwP and the Action	4 working days	12 months after the signature of the contract	

Plan, the internal structure of the Forum, results from the training sessions, challenges, lessons learned, best practices and recommendations			
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4. Institutional arrangements

The consultant will liaise with the Project Manager during the course of performing his/her work. The consultant should be available for any call, for a meeting or any emergency as part of the process preparation and implementation.

UNDP will be responsible of providing the expert with all necessary information related to the project in a timely thorough and transparent manner. It will be also responsible of providing clarifications and facilitation of the work.

UNDP will be responsible of covering the expenses of workshops, trainings, retreats.

Accommodation, transportation and communication fees for the consultant will be covered by the consultant; therefore, the consultant should include such fees in his financial offer.

It should be noted that UNDP has full ownership of the activity and of its deliverables, and final output. Any public speaking (including social media usage) about the requested activities (whether with the target groups or indirect) should be coordinated with UNDP and state clearly that ownership. In addition, any public appearance on the activity or its deliverables/output should be at least coordinated with UNDP.

5. Duration of work

The consultant is expected to complete **47 working days within 12 months** from contract signature. Expected Starting Date is mid-March 2020.

6. Duty station

The consultant will be conducting the facilitation of meetings and training sessions at UNDP and other facilities depending on the needs of the forum members. Preparation and reporting related activities are home-based.

7. Requirements for experience and qualifications

- **Mandatory Criteria:**

The candidate must have an excellent command of Arabic language and good command of English language (Shall be indicated in the attached P11 form under point number 18), otherwise the candidate will be automatically disqualified.

I. Academic Qualifications:

Bachelor's degree in social science, sociology, political science, public administration, international affairs, or any other related field.

II. Previous experience:

- Previous experience in organizing and facilitating of meetings;
- Previous experience in providing training sessions on peace building related skills, strategic thinking, communication, planning, conflict sensitivity, and dealing with the past;
- *Previous experience working with National NGOs;*
- *Previous Experience working on issues related to Reconciliation processes in Lebanon;*
- Previous experience or knowledge in similar processes outside Lebanon is a plus.

III. Competencies:

- Excellent analytical, negotiation and communication skills;
- Excellent reporting and writing skills in English and Arabic;
- Proven impartiality and cultural and human rights sensitivity;
- Ability to build strong relationships with local actors using inter-personal skills;
- Ability to network effectively;
- Ability to work under pressure and meet deadlines and handle multiple tasks simultaneously;
- Ability to adapt quickly to new working environments, to establish and maintain good working relations with individuals of diverse backgrounds and cultures;
- **Excellent command of Arabic language and good command of English. French is a plus;**
- Excellent knowledge of peacebuilding, Lebanese history, and the issues of Reconciliation and Dealing with the Past in Lebanon.

8. Scope of Price Proposal and Schedule of Payments

All proposals must be expressed in a lump sum amount which should be all inclusive ¹noting that the contract price is fixed regardless of changes in the cost components:

Terms of Payments:

- 1st payment: 10% of the total contract amount upon submission and UNDP acceptance of Deliverable 1
- 2nd payment: 50 % of the total contract amount upon submission and UNDP acceptance of Deliverable 2

¹ The term "All inclusive" implies that all costs (professional fees, travel costs, living allowances, communications, transportation, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal

- 3rd payment: 30% of the total contract amount upon submission and UNDP acceptance of Deliverable 3
- 4th payment: 10% of the total contract amount upon submission and UNDP acceptance of Deliverable 4

9. Recommended Presentation of offers

Interested candidates must submit the following documents in their proposals:

- Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- Personal CV**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate;
- P11 (Personal History Form) including past experience in similar projects and at least 2 references, mentioning the references' e-mails addresses.**
- Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided;
- Preliminary methodology.

10. Criteria for selection of the best offers

The criteria which shall serve as basis for evaluating offers, is the following: Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70% and combined with the price offer which will be weighted a max of 30%; using the following evaluation criteria.

- **Mandatory Criteria:**

The candidate must have an excellent command of Arabic language and good command of English language (Shall be indicated in the attached P11 form under point number 18), otherwise the candidate will be automatically disqualified.

Criteria	Weight	Max. Point
<u>Technical Competence</u>	70%	100
Criteria A: Educational background: University degree in social science, sociology, political science, public administration, international affairs, or any other related field. <ul style="list-style-type: none"> • Bachelor's degree: 8 points • Master's Degree: 10 points 		10
Criteria B: Previous Experience		75

<p><i>Previous experience in organizing and facilitating meetings and similar processes</i></p> <ul style="list-style-type: none"> • <i>Less than 1 year: 0 points</i> • <i>1 to 2 years of experience: 19 points</i> • <i>3 years or more: 25 points</i> 		25
<p><i>Previous experience in providing training sessions on peace building related skills, strategic thinking, communication, planning, conflict sensitivity, and dealing with the past</i></p> <ul style="list-style-type: none"> • <i>Less than 1 year: 0 points</i> • <i>1 to 2 years of experience: 7 points</i> • <i>3 to 4 years of experience: 14 points</i> • <i>5 years or more: 20 points</i> 		20
<p><i>Previous experience working with National NGOs</i></p> <ul style="list-style-type: none"> • <i>Less than 1 year: 0 points</i> • <i>1 to 2 years of experience: 6 points</i> • <i>3 to 4 years of experience: 11 points</i> • <i>5 years or more: 15 points</i> 		15
<p><i>Previous Experience working on issues related to Reconciliation processes in Lebanon</i></p> <ul style="list-style-type: none"> • <i>Less than 1 year: 0 points</i> • <i>1 to 2 years of experience: 11 points</i> • <i>3 years or more: 15 points</i> 		15
<p>Criteria C: Preliminary methodology</p> <ul style="list-style-type: none"> • <i>Proposed methodology reflects no understanding of the required services and reflects no experience in the provision of similar services: 0 points</i> • <i>Proposed methodology reflects poor understanding of the required services and reflects little experience in the provision of similar services: 6 points</i> • <i>Proposed methodology reflects fair understanding of the required services and reflects enough experience in the provision of similar services: 11 points</i> • <i>Proposed methodology reflects good understanding of the required services and reflects good experience in the provision of similar services: 15 points</i> 		15
<i>Financial (Lower Offer/Offer*100)</i>	<u>30%</u>	100
Total Score	Technical Score * 0.7 + Financial Score * 0.3	